



The 5th International Business School Shanghai Conference

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Challenges facing B-Schools

- The good old days – put ads in the newspaper for faculty and students, assign the teachers to the classes....!!
- Now : social-media, online/hybrid/blended delivery, MOOC's, machine-supported peer-to-peer learning, flipped-classrooms...
- Relevance, value of Mgt. Ed., ethics, value of faculty/tenure, rankings, accreditation...
- Business Education Jam (“mental typhoons” for Asian deans!)



EQUIS Developments in 2013

- ➔ New Chapter 9 on **E**thics, **R**esponsibility and **S**ustainability (**ERS**) – replaced old Chapter 7 “Contribution to Community”
- ➔ Finance & Risk Management - more detailed





EQUIS ERS Standard – Ch. 9

➤ **Ethics, Responsibility and Sustainability**

- A “globally responsible citizen”
- School’s **ERS** strategy
- summary of evidence that **ERS** is reflected in mission, governance, strategy and operations
- summary of coverage in programmes and R&D
- formal commitments (e.g. UN PRME)
- **ERS**-related contribution to local & global communities
- School’s community and public outreach activities



3rd Transversal Chapter of EQUIS





Changes in EQUIS Standards

➤ Ch. 1 – Context, Governance & Strategy

- integration **ERS** in mission and vision
- coverage of **ERS** in strategy / communication of strategy / resources allocation in support of strategy

➤ Ch. 2 – Programmes

- integration of **ERS** in design, delivery and assessment of programmes
- **ERS**-dedicated programmes, coverage in others





Changes in EQUIS Standards

➤ Ch. 3 – Students

- integration of **ERS** in student recruitment, admissions and student management (e.g. scholarship policy)
- integration of **ERS** in personal development of students
- (extra-)curricular student engagement related to **ERS**

➤ Ch. 4 – Faculty

- **ERS** coverage in faculty training and development
- support for faculty engagement related to **ERS**





Changes in EQUIS Standards

➤ Ch. 5 – Research

- coverage of **ERS** in research, development and innovation

➤ Ch. 6 – Executive Education

- **ERS**-dedicated activities, coverage in others

➤ Ch. 7 – Resources

- integration of **ERS** in infrastructure planning and management (e.g. waste, energy), operations (e.g. purchasing) and administration (e.g. workforce diversity)
- **ERS** coverage in staff training and development

➤ Ch. 10 – Corporate Connections

- contributions to **ERS** development of businesses and practices



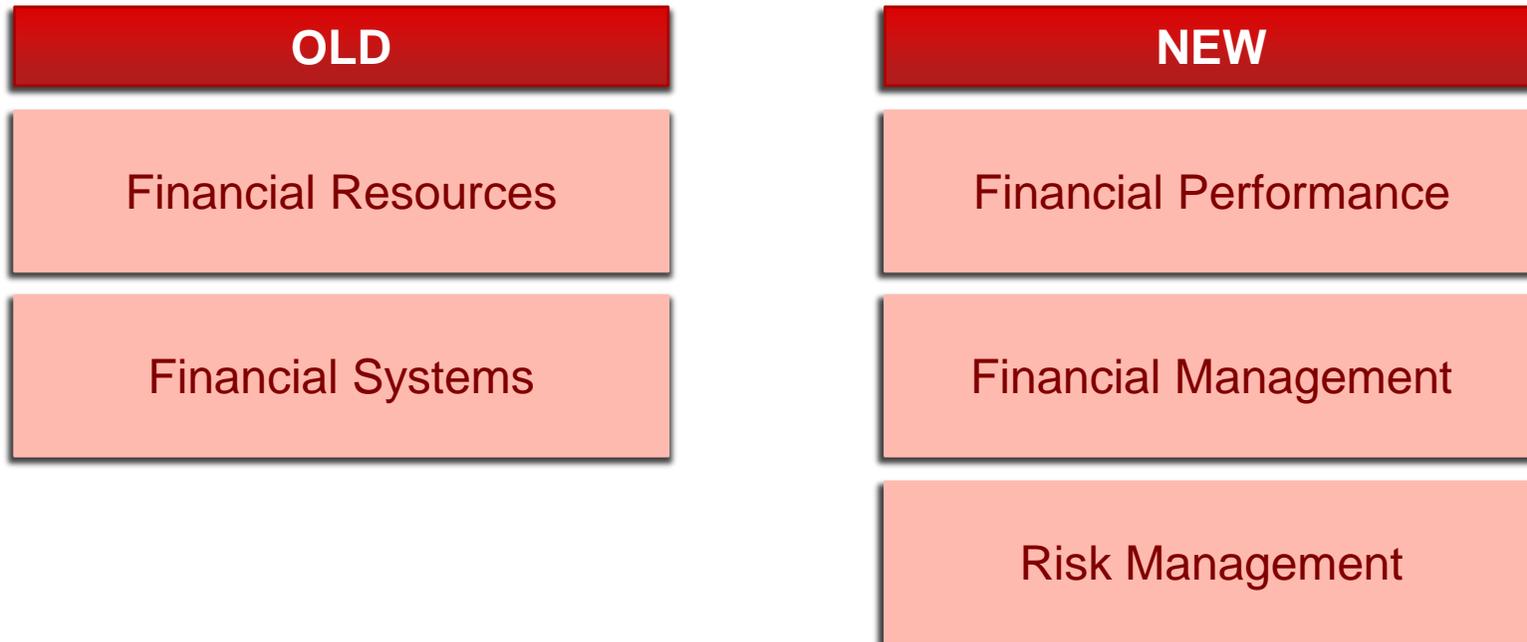


Finance & Risk Management

Additions to Chapter 7, “Resources”



Overview





Financial Performance/Management

➤ *Purpose*

- *improve comprehensiveness and clarity of financial data provided*
- *enable PRTs to focus on analysis and interpretation rather than fact finding*

➤ Provision of data for past 5 years as well as budget figures for next 3 years.

- consolidated income statement and cash flow statement (latter if available), assets and liabilities
- other agreements affecting availability of financial resources
- budgeting process
- Internal financial controls, KPI's, stakeholder reports





Risk Management

➤ *Purpose*

➤ *expanded coverage of risk dimension, coverage of non-financial risks*

➤ I. Organisation of the risk management function

➤ II. Risk management process in practice

➤ III. Risk mitigation





EQUIS Developments in 2014

➤ Special Re-accreditation

- Pilot phase completion by 2014
- Initial positive feedback

➤ Revised Policy on :

- Multi-campus Operations
- Accreditation of Collaborative Provision
- Major Institutional Change





Technology Enhanced Learning

- TEL may impact EQUIS / EPAS criteria
- Task Force
 - Debating & identifying impact in areas of Learning, Assessment, Internationalization
- Reviewing accreditation criteria (2015)





EFMD

EQUIS in the World



Total: 147 accredited schools across 40 countries





Voice from the Accredited Schools

“EQUIS accreditation has put us on a road where **quality has become part of strategic thinking** and where all decisions relating to academic or administrative matters are evaluated against the quality norms”

- University of Stellenbosch Business School, South Africa

“EQUIS forces us to **benchmark ourselves towards the top quality schools** of the world, and not just with the ones that are geographically closer”

- IAE Business School, Universidad Austral, Argentina





EQUIS Accredited Schools

➤ AUSTRALIA

- Melbourne Business School
- Monash University - Faculty of Business & Econ
- Queensland University of Technology – Business School
- The University of Western Australia – Business School
- University of New South Wales - Australian School of Business,
- University of Queensland – Business School
- University of South Australia – Business School
- University of Sydney - Business School





EQUIS Accredited Schools

➤ GREATER CHINA

- JiaoTong University - Antai College of Econ & Mgt
- CEIBS - China Europe International Business School
- Fudan University - School of Management
- Peking University - Guanghua School of Mgt
- Hong Kong Baptist University – School of Business
- National Chengchi University – College of Commerce
- Remin University - School of Business





EQUIS Accredited Schools

➤ GREATER CHINA

- Sun Yat-sen University - Business School
- Sun Yat-sen University – Lingnan College
- Hong Kong Polytechnic University – Faculty of Business
- University of Hong Kong – School of Business & Econ
- Tongji University - School of Econ & Mgt
- Tsinghua University - School of Econ & Mgt
- Xiamen University - School of Management
- Zhejiang University - School of Management





EQUIS Accredited Schools

➤ INDIA

- Indian Institute of Management Bangalore (IIMB)
- Indian Institute of Management, Ahmedabad (IIMA)

➤ JAPAN

- Keio Business School, Keio University

➤ KOREA, REPUBLIC OF

- KAIST College of Business
- Korea University Business School
- Yonsei University School of Business





EQUIS Accredited Schools

➤ NEW ZEALAND

- The University of Auckland - Business School
- University of Otago - Business School
- Victoria University of Wellington - Business School
- The University of Waikato - Management School





EQUIS Accredited Schools

➤ SINGAPORE

- Nanyang Technological University - Business School
- National University of Singapore – Business School
- Singapore Management University - Lee Kong Chian School of Business

➤ THAILAND

- Chulalongkorn University - Sasin Graduate Institute of Business Administration
- Thammasat University - Business School



EQUIS Framework - TnT





The 11th Commandment

“Thou Shall Apply for Accreditation!!”





Your Questions/Comments

Thank you!

